

HOW TO WIN FRIENDS AND INFLUENCE PEOPLE

1. Fundamental Technique in Handling People.

a. If you want to Gather Honey, Don't Kick over the Beehive.

→ Don't criticize, condemn or complain.

b. The big secret of dealing with people.

→ "That everything you and I do springs from two motives: the sex urge and the desire to be great"—
Sigmund Freud

→ Some things most man wants in their life:

- Health and the preservation of life.
- Food, sleep, money and the things money will buy.
- Life in the hereafter.
- Sexual gratification.
- The well-being of our children.
- A feeling of importance.

→ "Don't be afraid of enemies who attack you. Be afraid of the friends who flatter you"— General
Obergon.

→ Give honest and sincere appreciation.

c. He who can do this has the world with him. He who cannot walks a lonely way.

→ The only way on earth to influence other people is to talk about what they want and show them how to get it.

→ “If there is any one secret of success said Henry Ford,” it lies in the ability to get the other person’s point of view and see things from that person’s angle as well as from your own.

→ Arouse in the other person an eager want.

2. Six Ways to Make People Like You.

a. Do this and you’ll be welcome anywhere.

→ You know by divine instinct that you can make friends in two months by becoming genuinely interested in other people than you can in two years by trying to get other people interested in you.

→ It is the individuals who is not interested in his fellow men who has the greatest difficulties in life and provides the greatest injury to others. It is from among such individuals that all human failures spring.

→ Be genuinely interested in other people.

b. A simple way to make a good first impression.

→ Smile.

c. If you don’t do this, you are headed for trouble.

→ Remember that a person's name is to that person the sweetest and most important sound in any language.

d. An easy way to become a good conversationalist.

→ Be a good listener. Encourage others to talk about themselves.

e. How to interest people.

→ “For Roosevelt knew, as all leaders know, that the royal road to a person's heart is to talk about the things he or she treasures most.

→ Talk in terms of the other person's interests.

f. How to make people like you instantly.

→ The deepest principle in human nature is the craving to be appreciated.

→ Every man I meet is my superior in some way. In that, I learn of him.

→ As Shakespeare put it “... man, proud man,/ Drest in a little brief authority,... Plays such fantastic tricks before high heaven/ As make the angles weep.

→ Make the other person feel important – and do it sincerely.

3. How to Win People to Your Way of Thinking.

a. You can't win an argument.

→ If you argue and rankle and contradict, you may achieve a victory sometimes; but it will be an empty victory because you will never get your opponent's good will.

→Buddha” Hatred is never ended by hatred but by love,” and misunderstanding is never ended by an argument but by tact, diplomacy, conciliation and a sympathetic desire to see the other person's viewpoint.

→ No man who is resolved to make the most of himself” – Lincoln “can spare time for personal contention. Still less can he afford to take the consequences, including the vitiation of his temper and the loss of self-control.

→Steps:

- Distrust your first instinctive impression. Our first natural reaction in a disagreeable situation is to be defensive. Be careful, keep calm, watch your first reaction. It maybe you at your worst, not your best.
- Control your temper. Remember, you can measure the size of a person by what make him or her angry.
- Listen first. Give your opponent chance to talk. Let them finish. Do not resist, defend or debate. This only raises barriers. Try to build the bridge of understanding. Don't build the higher barrier of misunderstanding.
- Look for the area of agreement. When you have heard you opponents out, dwell first on the points and areas on which you agree.

- Be honest. Look for areas where you can admit error and say so. Apologize for your mistakes. It will help disarm your opponents and reduce defensiveness.
- Promise to think over your opponents' idea and study them carefully. And mean it. Your opponents may be right. It is a lot easier to think about their points than to move rapidly ahead and find yourself in a position where your opponents can say: "We tried to tell you, but you wouldn't listen".

→ The only way to get the best of an argument is to avoid it.

b. A sure way of making enemies- and How to avoid it.

→ You cannot teach a man anything; you can only help him to find it within himself. –Galileo

→ Be wiser than other people if you can; but do not tell them so. –Lord Chesterfield

→ When someone expresses some feelings, attitude or belief, our tendency is almost immediately to feel "that's right," or "that's stupid" or "that's abnormal," or "that's unreasonable" or "that's incorrect" or "that's not nice". Very rarely do we permit ourselves to understand precisely what the meaning of the statement is to the statement is to the other person.

→ When we are wrong, we may admit it to ourselves. And if we are handled gently and tactfully, we may admit it to others and even take pride in our frankness and broad-mindedness. But not if someone else is

trying to ram the unpalatable fact down our esophagus.

→ In don't argue with your customer or your spouse or your adversary. Don't tell them they are wrong, don't get them stirred up. Use a little diplomacy.

→ Show respect for the other person's opinions.
Never say, 'You're wrong.'

c. If you're wrong admit it.

→ When we are right, let's try to win people gently and tactfully to our way of thinking, and when we are wrong-and that will be surprisingly often, if we are honest with ourselves -let's admit our mistakes quickly and with enthusiasm.

→ If you are wrong, admit it quickly and emphatically.

d. A drop of honey.

→ It is the true and old maxim that "a drop of honey catches more flies than a gallon of gall." So with men, if you would win a man to your cause, first convince him that you are his sincere friend. Therein is a drop of honey that catches his heart; which, say what you will, is the great high road to his reason.

→ Begin in a friendly way.

e. The secret of Socrates.

→ "Socratic method", was based upon getting a "yes, yes response. He asked questions with which his opponents would have to agree. He kept on winning

one admission after another until he had an armful of yeses. He kept on asking questions until finally, almost without realizing it, his opponents found themselves embracing a conclusion they would have bitterly denied a few minutes previously.

f. The safety valve in handling complaints.

→ Let the other person do a great deal of the talking.

g. How to get cooperation.

→ “In every work of genius we recognize our own rejected thoughts; they come back to us with a certain alienated majesty”

→ “After I got to know the president,” House said, “I learned the best way to convert him to an idea was to plant it in his mind casually, but so as to interest him in it—so as to get him thinking about it on his own account. The first time this worked it was as accident. I had been visiting him at the White House and urged a policy on him which he appeared to disapprove. But several days later, at the dinner table, I was amazed to hear him trot my suggestions as his own.”

→ The reason why rivers and seas receive the homage of a hundred mountain streams is that they keep below them. Thus, they are able to reign over all the mountain streams. So the sage, wishing to be before them, he put himself behind them. Thus, though his place be above men, they do not feel his weight; though his place be before them, they do not count it an injury.

→ Let the other person feel that the idea is his or hers.

h. A formula that will look wonders for you.

→ Try honestly to see things from the other person's point of view.

i. What everybody wants.

→ Three-fourth of the people you will ever meet are hungry and thirsting for sympathy. Give it to them, and they will love you.

→ Sympathy the human species universally craves. The child eagerly displays his injury; or even inflicts a cut or bruise in order to reap abundant sympathy. For the same purpose adults... show their bruises, relate their accidents, illness, especially details of surgical operations. 'Self-pity' for misfortunes real or imaginary is in some measure, practically a universal practice.

j. An appeal that everybody likes.

→ Appeal to nobler motives.

k. The motives do it. Tv does it. Why don't you do it?

→ Merely stating a truth isn't enough. The truth has to be made vivid, interesting, dramatic. You have to use showmanship. The movies do it. Television does it. And you will have to do it if you want attention.

→ You can dramatize your ideas in business or in any other aspect of your life.

→ Dramatize your ideas.

l. When nothing else works, try it.

→The way to get things done,” say Schwab, “is to stimulate competition. I do not mean in a sordid, money-getting way, but in the desire to excel.

→ “All men have fears, but the brave put down their fears and go forward, sometimes to death, but always to victory,” was the motto of the King’s Guard in ancient Greece. What greater challenge can be offered than the opportunity to overcome those fears?

4. Be a Leader: How to Change People Without Giving Offense or Arousing Resentment

a. If you must find fault, this is the way to begin.

→It is always easier to listen to unpleasant things after we have heard some praise of our good points.

→Begin with praise and honest appreciation.

b. How to criticize-and not be hated for it.

→ Call attention to people’s mistakes indirectly.

c. Talk about your own mistakes first.

→Talk about your own mistakes before criticizing the other person.

d. No one likes to take orders.

→Ask questions instead of giving direct orders.

e. Let the other person save face.

→ "I have no right to say or do anything that diminishes a man in his own eyes."

→ Let the other person save face.

f. How to spur people on to success.

→ Let us praise even the slightest improvement. That inspires the other person to keep on improving.

→ Praise the slightest improvement and praise every improvement. Be "hearty in your approbation and lavish in your praise"

g. Give dog a good name.

→ If you want to improve a person in a certain respect, act as though that particular trait were already one of his or her outstanding characteristics. Shakespeare said "Assume a virtue, if you have it not."

→ Give the other person a fine reputation to live up to.

h. Make the fault seem easy to correct.

→ Use encouragement. Make the fault seem easy to correct.

i. Making people glad to do what you want.

→ The effective leader should keep the following guidelines in mind when it is necessary to change attitudes or behavior.

- Be sincere. Do not promise anything that you cannot deliver. Forget about the benefits to yourself and concentrate on the benefits to the other person.
- Know exactly what it is you want the other person to do.
- Be empathetic. Ask yourself what is it the other person really wants.
- Consider the benefits that person will receive from doing what you suggest.
- Match those benefits to the other person's wants.
- When you make your request, put it in a form that will convey to the other person the idea that he personally will benefit. We could give a curt order like this.

→ Make the other person happy about doing the things you suggest.